

Semi-Annual Performance Report No. 2  
1 APRIL 2003 – 15 NOVEMBER 2003

*Community Peace Building and Development  
Program (CPBD)*

LIBERIA

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***Community Peace Building and Development Program (CPBD)***

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## **I. Executive Summary**

The period under review—April to mid-November 2003—saw a tumultuous time in Liberia turn to a new promise for peace and an increasingly favorable enabling environment to advance the Community Peace Building and Development Program. CPBD survived a three-month civil crisis in Liberia, from June-August 2003, when factional fighting in Monrovia and elsewhere in the country caused massive movements of displaced persons—as many as 400,000 in Monrovia alone—and more than 1,000 fatalities. When other agencies properties were looted and shelled, the CPBD Offices, though officially closed, remained an unscathed safe haven for some 200 internally displaced persons<sup>1</sup>. In early June, Mercy Corps temporarily repatriated its expatriates to their home bases, while the national staff protected the Program's facilities under considerable duress. The signing of the Accra Peace Accords on August 18, 2003, coupled with the departure of former President Charles Taylor and the arrival of peacekeeping forces, set the stage for the re-entry of CPBD expatriate staff and the resumption of limited activities in accessible CPBD communities.

From April to June 2003, the CPBD Program continued to build on the work that had been done to train REFLECT facilitators in the 97 communities of operation. The five core LNGO partners—G-BAG, AGRHA, PBRC, CJPS and PNO—plus the Program's REFLECT Training of Trainers' service provider, NAEAL, completed the training of 72 community-based facilitators, bringing the total number to 189, or almost two in each community. CPBD Program staff also assessed the organizational capacity of the LNGO partners and provided training and targeted technical assistance to address their weaknesses. During the reporting period, the CPBD Program also began to identify demonstration (or showcase) farmers and schools for training local farmers and students in improved agricultural practices. To support CPBD field-based efforts, the Community Communication Unit (C2U) developed and broadcast radio programs on lowland and upland farming and began to use a content generation mechanism, the Technical Working Group, to bring together sectoral practitioners to develop radio program content and to work with the C2U on the listenership surveys to evaluate program impact.

With the assistance of Mercy Corps emergency program officers, the CPBD Program bounced back after the three-month crisis, with the intent of helping accessible CPBD communities to recover. Most donors and NGOs kept their emergency intervention focus on the plethora of displaced camps in Monrovia and environs, while the CPBD Program's advocacy to gain emergency support in communities met with concerns donors had regarding the precarious security situation.

In September, the CPBD Program conducted a rapid assessment in 30 CPBD communities of Montserrado and Margibi Counties, which showed increases in displaced populations<sup>2</sup> and

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<sup>1</sup> On the other hand, many of the CPBD local partners' offices were looted—and the staff of G-BAG remained under siege in Buchanan, territory of the insurgency group the Movement for Democracy in Liberia (MODEL), until October 2003.

<sup>2</sup> An average increase of 30%.

evidence of malnutrition<sup>3</sup>. The 30 communities consistently listed food as the number one need, especially as the crisis hit during what is traditionally known as “the hungry season.”

When it became apparent that the CPBD Program would have only one immediate option—Food-for-Work—to help facilitate the recovery of CPBD communities, the Chief of Party asked the USAID Mission Director for approval, which was granted, to use other CPBD resources to support the FFW activities, including water and sanitation and agriculture activities in an initial 28 communities<sup>4</sup>. In November 2003, Mercy Corps entered into a Memorandum of Understanding with the World Food Programme for food and part of the operational costs. The CPBD Program officially commenced the FFW activities in mid-November with a series of planning meetings in 28 communities.

The transitional period in Liberia brought other changes to the CPBD Program, including the withdrawal of Search for Common Ground/Talking Drum Studios, the CPBD Program’s partner for the public information component, on October 31, 2003. As a result of the restructuring of the public information component in the wake of SFCG’s withdrawal, AED and Mercy Corps have developed the capacity to produce radio programs on their own. This has included constructing a production facility in CPBD offices, hiring four local production staff, and hiring a one year ex-pat Community Radio Production Advisor, Debbi Winsten. Ms. Winsten will arrive in Liberia on 24 December 2003. The Community Communications Technical Advisor has taken the lead on installing the radio program production center in the CPBD Offices and has ordered equipment for the initial six partner community radio stations. The C2U community radio development support team has also designed an initial training package to support community radio station capacity-building in the coming months.

As the CPBD Program and those communities that the staff and LNGO partners can securely reach<sup>5</sup> rebound from the civil crisis, the CPBD Program has built momentum for a Year Two expansion by, *inter alia*, 1) nearing completion of a selection process to identify at least seven new local partners in Human Rights and Peace Building; 2) completing a strategy to extend CPBD activities into urban areas such as Monrovia, Buchanan and Kakata; 3) establishing the Resource Mobilization Committee for Liberia; and 4) conducting a number of stakeholder meetings for the Year Two Annual Plan. The Program will depend on the expanded deployment of UNMIL, which currently has secured only Montserrado, Margibi and parts of Grand Bassa Counties, to allow access to the rest of the communities of operation and beyond. As the only integrated, participatory civic society and social and economic development program in Liberia, CPBD is well-positioned to serve a critical role in peace and development in the post-conflict, reintegration period.

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<sup>3</sup> The CPBD Program did not formally conduct a nutritional screening or survey.

<sup>4</sup> Mercy Corps also submitted proposals to other international donors for support, without positive outcome to date.

<sup>5</sup> Approximately 40% of the 97 communities.

## II. Program Report by Results, Indicators and Activities for the Period

Mercy Corps, the lead operational partner of the CPBD Program in Liberia, has organized the program staff and activities into three key program units—Social Mobilization and Civic Organization Development (SMU); Agriculture and Economic Development Unit (AEDU); and Community Communications Unit (C2U). Each Unit, together with core local NGO partners (LNGOs)<sup>6</sup>, has direct responsibility for achieving results under the following assigned USAID/Liberia Special Objectives:

- SPO4: Increased Food Security in Targeted Areas
- SPO5: Civic Society Role in Democratic Governance Strengthened

Each Unit's work towards these SPOs, as well as towards a key set of results, is described in the sections that follow. In many areas, the activities have not yet yielded measurable results. The report focuses on the program's establishment in the field and its start-up activities within communities.

### Social Mobilization and Civic Organization Development Unit

The Social Mobilization and Civic Organization Development Unit (SMU) works directly towards USAID/Liberia's Special Program Objective 5, as well as in a cross-cutting manner to SPO4. The results towards which the SMU organizes its activities, as well as the indicators used to measure performance—are located in the box below.

#### **SPO5: Civic Role in Democratic Governance Strengthened**

- **Indicator 5.0:** Number of targeted LNGOs and CBOs sustaining social and economic development and peace building activities after CPBD phases out.

#### **IR5.1: Civic organizations strengthened**

- Indicator 5.1.1 Number of LNGOs, CBOs and Community Radio Stations scoring 100% on the Organizational Capacity Index (OCI).
- Indicator 5.1.2: Number of REFLECT Circle members participating in civic organizations in targeted communities.
- Indicator 5.1.3: Number of community self-help projects completed by CBOs in the targeted communities.

#### **I.R. 5.2 Civic action increased in targeted communities.**

- Indicator 5.2.1: Number of individuals participating in REFLECT circles.
- Indicator 5.2.2: Number of female REFLECT Circle members serving in civic leadership roles.
- Indicator 5.2.3: Number of LNGO- and CBO-initiated advocacy campaigns yielding positive outcomes.

<sup>6</sup> During the period under review, the core LNGO partners with accountability to the CPBD Results Framework include: the Peace Building Resource Center (PBRC), the Center for Justice and Peace Studies (CJPS), Project New Outlook (PNO), Action for Greater Harvest (AGRHA) and The Grand Bassa Agriculture Group (G-Bag).

**IR 5.3: Conflict management practices improved at community and cluster levels.**

- Indicator 5.3.1: Number of inter- and intra-communal conflicts jointly mediated by formally trained mediators in targeted communities.
- Indicator 5.3.2: Number of bridging projects maintained by more than one community.
- Indicator 5.3.3: Percentage of social contracts fulfilled in targeted communities.
- **CCIR Indicator 1.3:** Increase in the percentage of community project costs supported by community contributions in targeted communities that initiate and complete more than one project.
- **CCIR3:** Improved social services through community participation in targeted communities
- **CCIR Indicator 3.1:** Percentage of social infrastructures incorporating cost recovery schemes in targeted communities.
- **CCIR Indicator 3.3:** Number of social infrastructures maintained by community management structures in targeted communities.

During the period under review, the SMU focused on the following activities:

- Monitoring and coaching the five core LNGOs in the implementation of REFLECT Training of Facilitator Workshops;
- Conducting a rapid emergency assessment in 30 communities and preparing 28 of these communities in Margibi and rural Montserrado for Food-for-Work Water and Sanitation and Agriculture Activities;
- Administering key parts—i.e., finance and administration/human resources—of the Organizational Capacities Index, with the help of the Mercy Corps Finance and Administration staff (who also helped begin to provide key technical support to the LNGOs)—and providing initial capacity-building support;
- Coordinating the design, organization and implementation of the CPBD Program Baseline Survey;
- Designing and implementing a process for selecting new LNGO partners in Human Rights and Peace-Building; and
- Training an additional 72 REFLECT facilitators in Margibi, Montserrado, and Grand Bassa Counties (for a total of 189).

**REFLECT Training of Facilitators & Social Mobilization to Prepare 28 Communities for Food-for-Work Community Recovery Activities**

From April to June 2003 the SMU, together with REFLECT Training specialists from the National Adult Education Association of Liberia (NAEAL), supported the LNGO Core Partners in their efforts to implement three Training of REFLECT Facilitators Workshops, building on what they had accomplished during four workshops completed in the previous reporting period<sup>7</sup>. During this brief time—just prior to the civil crisis that disrupted the CPBD Program from June-August 2003—the LNGO partners completed the two-week training of 72 REFLECT facilitators in Margibi, Montserrado and Grand Bassa County. These efforts increased the total number of

<sup>7</sup> In the three counties, 117 REFLECT facilitators had been trained through end March 2003. Please refer to the CPBD Semi-Annual Performance Report No. 1 for more information.

community-elected REFLECT facilitators having received the initial two-week intensive training to 189 (or nearly two from each of the 97 established CPBD communities)<sup>8</sup>. Approximately 32% of the REFLECT facilitators are female. G-BAG and CJPS, who share responsibility for training and monitoring REFLECT facilitators in Grand Bassa, where just 16% of the REFLECT facilitators are female, cite the difficulty in finding enough qualified female candidates for the position.<sup>9</sup> The estimated number of REFLECT circle members is 2,000, of which at least 50% are female.

After the June-August crisis, CPBD activities resumed when the Chief of Party returned from the U.S. together with two Mercy Corps Emergency Program Officers in late August. The CPBD Program Team and LNGO partners, with the exception of G-BAG, which was stuck for months behind MODEL lines,<sup>10</sup> conducted an initial rapid emergency assessment in 30 accessible communities in Margibi and rural Montserrado Counties. The assessment yielded a dilemma for the Program: How to help the communities, many of which had been hard hit by the hostilities and resulting influxes of internally displaced persons (IDP's), to meet their most critical need: food. The crisis had hit at the hardest time of the year, commonly known as the "hungry season"—the three months prior to the main harvest when many Liberians must forage for food in the bush.

After reviewing options with the United Nations World Food Programme, the Office of Disaster Assistance and DFID—as well as seeking advice and approval from the USAID Mission Director--the choice for CPBD was clear: Food-for-Work activities would be the most feasible way of infusing food into the communities, while still maintaining the integrity and intention of CPBD's developmental approaches. Besides, most REFLECT facilitators said that they and the circle members were preoccupied with their survival needs and were not ready to resume the full REFLECT process.<sup>11</sup> Instead, they participated in facilitating community meetings to determine the kinds of FFW activities to implement, as well as the methodologies for selecting workers.

In early November, while waiting to enter into a Memorandum of Understanding with WFP for the FFW, Mercy Corps held a three-day intensive facilitators' workshop for CPBD Program staff and the LNGO partners' field staff, to build up key facilitation skills for community action planning ; group consensus-building; and focused discussions. The workshop was organized and facilitated by Gary Forbes, a founding member and Past President of the International Association of Facilitators, who has 20 years of experience training on facilitation and management. The workshop was followed by Gary providing two days of coaching to the CPBD Program Team and the LNGO partners responsible for facilitating community meetings out of which would come clear action plans for the implementation of the FFW activities. The timing of Gary's workshop was especially critical for LNGO partners' field staff to take the next step from training and mentoring the REFLECT facilitators in the REFLECT process to helping the

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<sup>8</sup> CPBD's communities include 39 in Grand Bassa, 28 in Margibi and 30 in rural Montserrado.

<sup>9</sup> As reported in the last Semi-Annual Report, the minimum education requirement for a REFLECT facilitator is a junior high education.

<sup>10</sup> MODEL is the warring faction that stands for "the Movement for Democracy in Liberia," which still controls much of the Southeast, including Grand Bassa, where G-Bag works in 39 CPBD communities.

<sup>11</sup> Another broader emergency assessment that the CPBD Program implemented in 54 communities in late September showed that fewer than 25% of REFLECT circles had met since this past June.

facilitators interface with the Community Development Committee<sup>12</sup> for “live” project action planning. At the writing of this report, more than ten of the 28 targeted communities have completed their action plans to participate and manage their own FFW activities.

With the civil crisis having set back the progress that the CPBD Program was beginning to make with the grounding of the REFLECT process in the communities of operation, Mercy Corps has decided to take on NAEAL as a core partner to work intensively on organizing REFLECT refresher workshops in accessible areas during the month of December. Early next year, as the CPBD Program begins to expand into new communities, NAEAL will also play a critical role with existing and new partners in training of new REFLECT facilitators.

### **The Organizational Capacities Index Scoring Results for LNGO Partners and Capacity-Building Support Provided by the CPBD Program**

The Organizational Capacities Index is a measurement tool that CPBD uses to measure five organizational capacities of its partners<sup>13</sup>:

- **Financial Resource Management:** *Accountability, Operational Planning and Budgeting;*
- **Human Resources Management:** *Personnel Management, Staff Development and Staff Participation;*
- **Strategic Leadership/Management:** *Strategic Planning, Good Governance, Sustainability and Resource Mobilization*
- **Information Systems:** *Monitoring and Evaluation, Reporting and Organizational Learning; and*
- **External Relationships:** *Public Relations, Networking, Stakeholder Input (Participation) and Advocacy.*

The OCI asks relatively value neutral (i.e., objective) questions that focus on accepted or standard organizational practices and systems, which, if in place, set the NGO on a healthy, sustainable track. The original draft instrument, produced in March 2003, covered 135 points of reference. Prior to the USAID Mission Director’s approval of a revised version of the tool, the five LNGO core partners self-administered the draft instrument, with the following results (percentages of positive responses to all questions asked):

#### **LNGO Self-Assessment of Capacities (May 2003)**

<b>Organizational Capacity (% positive response)</b>	<b>Financial Resource Management</b>	<b>Human Resource Management</b>	<b>Strategic Leadership/ Management</b>	<b>Information Systems</b>	<b>External Relationships</b>
AGRHA	80%	46%	52%	90%	90%

<sup>12</sup> The LNGO Core Partners have begun to ensure that each of the CPBD Communities has in place an elected Community Development Committee, which is responsible for working with the REFLECT facilitators on determining which REFLECT action points to take forward. The action points can range from social and economic projects to advocacy, conflict resolution and peace building initiatives.

<sup>13</sup> For CBOs and Community Radio Stations, the CPBD Program uses a slightly modified version of the original OCI for LNGOs.



<b>Organizational Capacity (% positive response)</b>	<b>Financial Resource Management</b>	<b>Human Resource Management</b>	<b>Strategic Leadership/ Management</b>	<b>Information Systems</b>	<b>External Relationships</b>
G-BAG	32%	42%	48%	90%	80%
PNO	40%	42%	37%	85%	70%
PBRC	45%	62%	23%	60%	85%
CJPS	80%	40%	52%	80%	65%

In October, the CPBD Program Administration and Finance staff administered performance evaluations of these LNGO partners and administered the Financial Management and Human Resources Management components of the OCI<sup>14</sup>, to verify the self-assessment score.

**OCI Results as Administered and Verified by  
CPBD Staff (October-November 2003)**

<b>Organizational Capacity (% positive response)</b>	<b>Financial Management</b>	<b>Human Resource Management</b>
AGRHA	80%	75%
G-BAG	36.4%	11.1%
PNO	38%	37%
PBRC	34.6%	79.6%
CJPS	42.8%	52%

As one can see, AGRHA was the exception in scoring high in both categories. Here is a sampling of the combined strengths and shortcomings/weaknesses of the five core partners:

<b>LNGO Partner</b>	<b>Strengths</b>	<b>Weaknesses</b>
AGRHA	<ul style="list-style-type: none"> <li>-A finance policy manual in place</li> <li>-A cash receipts and disbursements system in place, but manual</li> <li>-Good handling of the payroll</li> <li>-Recording of fixed assets</li> <li>-Maintains a checking account</li> <li>-Evidence of financial reporting to donors</li> <li>-Evidence of having properly received grants</li> <li>-Segregation of financial and administrative duties</li> </ul>	<ul style="list-style-type: none"> <li>-No financial analysis or cash flow projections</li> <li>-No system for tracking assets</li> <li>-No procurement procedures in place</li> </ul>
G-BAG	<ul style="list-style-type: none"> <li>-System of authorization for monthly payroll</li> <li>-Petty cash ledger in place</li> <li>-Maintains a checking account, with dual signatories</li> <li>-Draft personnel manual available</li> </ul>	<ul style="list-style-type: none"> <li>-Cash handling is poor.</li> <li>-No budgeting process.</li> <li>-No procurement policies and procedures</li> <li>-Lack of stock control system</li> <li>-Generally weak or insufficient financial and human resources systems and procedures.</li> <li>-No balance sheets</li> <li>-No salary scale</li> </ul>
PNO	<ul style="list-style-type: none"> <li>-A system of cash receipts and disbursements is kept, but manual</li> </ul>	<ul style="list-style-type: none"> <li>-No written personnel policies</li> <li>-No procurement policies</li> </ul>

<sup>14</sup> The balance three sections of the OCI will be administered in December 2003, and the results will be presented with the overall baseline survey report, which was still being compiled at the writing of this report.

LNGO Partner	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>-Maintains a checking account</li> <li>-Proper remittance of taxes and social security to the Government of Liberia</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of internal administration and finance controls</li> </ul>
PBRC	<ul style="list-style-type: none"> <li>-Maintains a checking account</li> <li>-Segregation of finance and administration in place</li> <li>-Cash payment voucher system in place</li> <li>-General ledger in place</li> <li>-Use of internal coding for financial recording</li> <li>-A personnel manual is in place</li> <li>-Written code of conduct</li> <li>-Effective internal staff participation in planning and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>-Finance officer is not computer literate</li> <li>-No cash counts</li> <li>-Despite having a checking account, all payments are made in cash.</li> <li>-No fixed assets registry</li> <li>-No clear and adequate procurement policies</li> <li>-No fixed salary structure</li> </ul>
CJPS	<ul style="list-style-type: none"> <li>-Maintains a checking account;</li> <li>-Evidence of paying payroll</li> <li>-Authorization of cash payments</li> <li>-Records cash receipts &amp; disbursements</li> <li>-Uses internal coding systems</li> <li>-Beginnings of a personnel manual in place</li> <li>-Job descriptions in place</li> <li>-Staff performance management system in place</li> </ul>	<ul style="list-style-type: none"> <li>-Uses manual accounting, as the finance officer is not computer literate</li> <li>-No separation of duties between finance and administration staff</li> <li>-The admin/finance officer is a signatory</li> <li>-No preparation of cash flow &amp; cash projection</li> <li>-Lack of policies on salary</li> <li>-Procurement &amp; payments done by the same person</li> <li>-No merit system of promotion</li> </ul>

Based on the identified weaknesses, the CPBD Program, Administration and Finance staff have already begun to design and hold training and coaching sessions with the key LNGO partners' staff. Due to the low level of computer literacy among LNGO partners' finance staff, the CPBD IT Department has already conducted a series of training workshops in the Microsoft Office Package, including Excel and Word. The new Mercy Corps Finance Manager has held an initial workshop with all LNGO partners' finance managers to begin rectifying the identified weaknesses. The CPBD Head of Administration is also developing a workshop design to address the human resource management weaknesses.

Based on the CPBD Program Management's desire to add NAEAL to the roster of core LNGO partners, a CPBD inter-disciplinary team implemented the OCI for NAEAL in October 2003. Here were the results:

#### OCI Results for NAEAL (October 2003)

Financial Resource Management	Human Resource Management	Strategic Leadership/ Management	Information Systems	External Relationships
51%	44.4%	50%	93%	67.7%

NAEAL, like the other core partners, had similar strengths and weaknesses and will benefit, as well, from the CPBD capacity-building interventions. The CPBD Program anticipates signing an agreement with NAEAL in December 2003, to serve as the lead REFLECT Training of Trainers organization in the program.

## **Coordinating the design, organization and implementation of the CPBD Program Baseline Survey**

In November the SMU led the completion of the baseline survey, which is based on the indicators in the approved CPBD Results Framework and Performance Management Plan. The baseline was carried out initially in 22 communities—and will be continued in the balance 75 communities as security permits. The key to ensuring that the initial collection of baseline information, as well as subsequent data in the PMP, is collected, is to establish regular collection systems in the field—and that will require the LNGO partners' field staffers to fully base themselves in the field. Steps are being taken by both the LNGO partners and the CPBD Program to ensure adequate field presence, beginning in December, when the CPBD Program itself will open field offices in Kakata and Buchanan.

A full analysis of the first baseline survey will be completed by the end of December 2003, at which time it will be shared with the USAID Mission in Monrovia.

## **Designing and Implementing a Selection Process to Identify New LNGO Partners for Human Rights and Peace Building**

The CPBD Program has been awarded \$300,000 in State Department ESF to provide grants to Human Rights and Peace Building local NGOS. In October, the CPBD Chief of Party and Deputy Director/Head of Program Sam Gotomo, together with assistance from the USAID CTO Korto Williams, designed a selection process. The process included the development of a selection committee that included the following external and internal members:

1. Rev. Fr. Robert Tikpor, St. Kitzio Parish
2. Dr. Evelyn Kandakai, Minister of Education
3. Charles Lawrence, SCF/UK
4. Rosemary Kaduru, OXFAM GB
5. Edwin Dorbor, USAID Consultant
6. Imman Abdulai Massaley, Inter-Religious Council of Liberia
7. Jenkins Vegehn, U.S. Embassy
8. Sam Gotomo, Mercy Corps/CPBD Deputy Director/Head of Program
9. Denise Barrett, Mercy Corps Country Director & CPBD Chief of Party

The external members came via recommendations from USAID staff and by contacting agencies that support human rights program activities. Before joining, members agreed to a scope of work and an extensive time commitment for analyzing applications using an established set of criteria. (For more information about the Request for Applications process, including the methodologies and selection criteria, and the committee's scope of work, please refer to Appendices 1 and 2.)

As part of the Request for Applications (RFA), the CPBD Program developed a concept paper covering six key strategies that CPBD hopes to more fully develop and implement in collaboration with the new partners. The strategies are:

- The development and advancement of Liberian-specific human rights, civic and peace building curriculum at the primary, secondary and adult education levels.
- Monitoring and reporting on human rights abuses and promoting good governance and the upholding of human rights.
- Advocacy aimed at educating leaders and effecting various changes in legislation and policy and cultural/customary practices that negatively impact key groups, especially women and children.
- Training and technical support to traditional and new conflict resolution mediators and peace builders in targeted communities.
- Training and technical support to those in the community wanting to transform issues based on Sex- and Gender-Based Violence
- Developing and broadcasting timely and relevant radio programs on peace and reconciliation, human and civic rights, and conflict resolution.

The RFA was open to all LNGOs who fit the criteria; the committee was asked to also consider less seasoned but seemingly innovative organizations with programmatic depth. Importance was also placed on finding organizations that use participatory methods in their work and have the training-of-trainers experience to multiply skills. Consideration was given to the geographic spread of the organizations, ensuring that CPBD found one partner in each of its existing counties of operation—rural Montserrado, Margibi and Grand Bassa Counties—and expansion areas (e.g., Rivercess, Sinoe and Grand Gedeh).

The RFA was advertised three consecutive days in the largest circulation daily newspaper, the *Inquirer*, and broadcast six times over two days on Radio Veritas. The CPBD Program also posted the advertisement for more than two weeks on the Mercy Corps/CPBD Program Public Notice Board. The CPBD Staff also reached out to some women's organizations, such as the Women in Peace Network and the Mother Pattern School of Nursing Sex-and Gender-based Violence Unit, to inform them of the RFA.

Out of the nearly 200 organizations that came to the Mercy Corps/CPBD Office to obtain an RFA packet, more than 50 applied. Four of those, having not submitted a full application, had to be disqualified. So, the actual number of agencies' applications that the committee reviewed amounted to 46—ranging from well-established NGOs, such as the Justice and Peace Commission, to fledgling organizations with very little experience and organizational base.

The CPBD staff randomly assigned between 4 and 6 applications per committee member for review using an assessment tool. The Committee then met to shortlist 12 LNGOs. Because of the abundance of applicants, the committee decided to allow each member of the committee to short list their top two NGOs selections first. A list of 18 NGOs eventually evolved: 10 of a human rights mandate and 7 focusing more on community development and peace building. The Committee concentrated on interviewing and making selections of six or seven human rights agencies first, postponing the selection of peace building partners until December.

The committee selected the following ten agencies for the interview process:

1. Liberian Civil and Human Rights Alliance
2. Foundation for International Dignity
3. Justice and Peace Commission
4. Buchanan Child Based Community Care
5. Liberia Democracy Watch
6. Liberia Human Rights Observer
7. Liberia Christian Association of the Blind
8. Women & Children Development Organization
9. Committee for Peace and Development Advocacy
10. Human Rights Monitor: United Methodist Church

For the interview process, the committee used another assessment tool, conducting the interviews over two-hour time slots in sets of three committee members and three LNGO representatives, at a time. The process was rigorous and time-consuming, and frequently committee members were not able to make it to all of the sessions. The CPBD Program had to substitute some of the committee members with its own staff, who were thoroughly briefed on the methodologies. The committee had to disqualify one agency, Liberia Democracy Watch, when the agency's Executive Director appeared at two interviews—one representing his own organization and the second, as a Board of Directors representative of the agency Foundation for International Dignity (FIND).

The final list of proposed partners is embargoed until the reference checks are completed (circa December 3, 2003). After that, the CPBD Management will submit a list of proposed partners/grantees to USAID and the U.S. Ambassador to Liberia for approval.

For the selection of peace-building partners, which may be no more than two, the CPBD Program staff will rely on the committee's short-list and complete the selection process, as the initial committee process was complicated by members not consistently attending meetings and interviews.

### **The Inter-Religious Council of Liberia**

The CPBD Program was provided with an additional \$100,000 in ESF funds to provide as a grant to the Inter-Religious Council of Liberia, an inter-faith mediation group (of Christians and Muslim institutions) known for their effective mediation among factions during the various peace processes, which more recently culminated in the Accra Peace Accords that took effect on August 18, 2003. The IRCL has been operating on an ad hoc and project-driven basis—primarily responding to calls for their mediation expertise or implementing project activities when funds are available. They have tended to operate without written plans and budgets, soliciting support from donors as the need arises. They do not have a finance officer on staff.

The IRCL now appears committed to developing a stronger, more sustainable organizational base and a clear, strategic ("mission-driven") program direction, including the necessary plans and budget to go with it. To help facilitate this transition, Mercy Corps worked with the Secretariat, the staff who must implement the IRCL's program, to convince the Council to

undergo a strategic planning process. As with all of its partners under CPBD, Mercy Corps is committed to the sustainability of the IRCL beyond the life of the grant. The Council granted permission for Mercy Corps to go forward and, as such, Mercy Corps hired FIND as a strategic planning consultant, an agency which has many experienced planning facilitators on staff.

From November 4-6, 2003, FIND facilitated the IRCL's strategic planning workshop, which brought together around 25 IRCL stakeholders, including several women. The results of the workshop included a set of initial goals revolving around their desired role in advancing peace in Liberia. The full report of the Strategic Planning Workshop is available at the CPBD Office.

In the aftermath of the strategic planning workshop, the CPBD Program staff have identified several key steps that need to be completed before a first installment of the grant can be released, including that the IRCL needs, *inter alia*, to hire a finance officer and develop a results framework, performance monitoring plan, operational work plan and budget for the \$100,000. The CPBD Program staffers are working diligently to help the IRCL get these items in place by mid-December 2003.

## **Agriculture and Economic Development Unit Activities**

The Agriculture and Economic Development Unit (AEDU) works directly towards USAID/Liberia's Special Program Objective 4, as well as in a cross-cutting manner to SPO5. The results of the CPBD Program in this area, as well as the indicators used to measure performance, are located in the box below.

Since the initial baseline survey that was conducted in November 2003 was still in the process of being analyzed at the writing of this report, the narrative that follows elaborates on the activities alone—and not results—that the AEDU implemented during the period under review.

### **SPO4: Increased Food Security in Targeted Areas**

- **Indicator 4.0:** *Increased private home construction using manufactured materials.*

#### **Intermediate Result 4.1: Increased production of diverse food crops**

- Indicator 4.1.1: Average productivity of selected food crops under different ecologies.
- Indicator 4.1.2: Percentage of farmers replicating “best” agricultural practices on their individual farm(s) one year or more after the introduction of the best practice.
- Indicator 4.1.3: Increase in total volume of selected food crops produced by targeted farmers.

#### **Intermediate Result 4.2: Increased Economic Livelihood**

- Indicator 4.2.1: Percentage increase in annual income generated from selected small-scale economic activities in targeted communities.
- Indicator 4.2.2: Increase in the number of economic activities linked to credit provided by Self-Help groups in targeted communities.
- Indicator 4.2.3: Number of linkages established between investors/businesses outside targeted communities and selected businesses in targeted communities.

**CCIR Indicator 3.2:** Number of households with access to improved social infrastructures in targeted communities.

During the period under review, the Agriculture and Economic Unit of the CPBD Program implemented the following key activities, with resulting outputs:

- Development and broadcast of several radio programs along agricultural production themes;
- Preliminary identification of 37 master—or “showcase”—farmers and home gardeners for use in the development of demonstration farms for training and trial purposes at the cluster (ten CPBD communities) level;
- Identification of schools for income-generating demonstration farms;
- Preliminary identification of entrepreneurs and Self-Help Groups (Su-Su Revolving Credit Groups);
- The emergency assessment and development of a post-war short-term Food-for-Work Recovery Strategy for 30 accessible CPBD communities; and
- Forty CPBD Program staff and core partners’ field staff trained to identify negative environmental impacts and to design and implement appropriate mitigation measures to avert negative environmental impact.

### **Agriculture Radio Program Development**

In April, the Ag/Econ Unit organized the first CPBD Technical Working Group (TWG) for radio content generation on agriculture and economic development topics. The TWG model brings together, on a sector-by-sector basis, experienced technical staff of the CPBD Program, USAID, local and international NGOs, the UN and the Government of Liberia to develop content for the C2U to develop into dramas, talk shows, features and other radio formats. The Ag/Econ TWG’s early content generation focused on lowland and upland agricultural production, for which the C2U and Search for Common Ground/Talking Drum Studios (SFCG/TDS) produced 150 minutes of dramas, talk shows and features in English, 105 minutes of programs in Kpelle and 30 minutes in Bassa. (Please see The Community Communication Section of this report for more information on production and airing of radio programs.)

After a hiatus of five months from June to November 2003, because of insecurity in the country limiting access to CPBD communities, the Ag/Econ TWG has resumed meeting and outlined their next content generation focus—vegetable production—which falls in line with the Ag/Econ Development recovery strategy in the field. In addition to working with the TWG to generate accurate content for the vegetable production radio programs, the Ag/Econ unit will work with a local graphic artist and a vegetable production specialist to create visual aids—primarily posters and leaflets—to support extension trainings at demonstration sites.

### **Showcase Farmers**

The CPBD Program uses “Showcase”—or Model—farmers in the development of demonstration farms for technical training on “best practices” on a cluster by cluster basis. Ten CPBD communities typically make up a cluster—and each of the core LNGOs’ field officers is

responsible for supporting communities in a cluster with training and technical extension services with the aim of replicating best practices and, in the end, yielding increases in food production and income for local farmers. The CPBD Ag/Econ Development Unit provides technical training and guidance, as required, and monitors the progress of the LNGOs in implementing their work plans.

During the period under review, and prior to the break-out of civil war in Monrovia from June to August 2003, the Mercy Corps Ag/Econ Development Officer and the local LNGO program and field officers visited all three CPBD counties of operation in search of Showcase Farmers, chosen by CPBD communities, using the following criteria<sup>15</sup>:

<b>Showcase Farmers Selection Criteria</b>
<ul style="list-style-type: none"><li>• The farmer must be literate--i.e. must be able to keep accurate records of farm activities and make available to CPBD staff and LNGO partners;</li><li>• Recognized by the community for excellence in farming activities;</li><li>• He/She must have vast experience with soil, i.e. soil texture, soil fertility indicators, soil water management, etc;</li><li>• He/She must have at least five years experience in the growth and development of a particular crop or animal;</li><li>• He/She must have at least five years experience with the requirements and usage of crop/animal production inputs;</li><li>• The farmer must cultivate at least 0.5ha (about 1.2 acres) of privately own farm land;</li><li>• Must be willing to learn new agricultural techniques and to teach others new ideas and share experiences;</li><li>• Willing to use farm site for the purpose of training and exchange of visits by other farmers;</li><li>• Willing and available to provide interviews on program progress and lessons learned to C2U correspondents;</li><li>• The farmer must be willing to work with, and allow access to, entrepreneurs;</li><li>• The farm must be within a cluster of REFLECT circles and within reach of participating communities;</li><li>• The farm must be sedentary—i.e., the tract of land must be able to sustain permanent cultivation year after year producing high quality yield.</li></ul>

Upon application of these criteria back in May and June 2003, an initial list of 37 Showcase Farmers emerged: 11 in Margibi County, 16 in Grand Bassa County and 10 in Montserrado County<sup>16</sup>. To implement the current Food-for-Work Recovery Strategy from November 2003 until April 2004, which is described in the section on FFW below, CPBD and LNGO partners will ask 28 targeted communities in Montserrado and Margibi Counties to identify 450 Showcase Farmers, for the demonstration of intensive organic vegetable production on half-hectare plots. The selection criteria may have to be adjusted to ensure that the desired number of Showcase Farmers (SFs) is recruited and that an adequate number of women are included. The Ag/Econ Development Unit intends to identify SF's that would be willing to serve as mentors to former combatants interested in learning organic gardening and other agricultural best practices.

<sup>15</sup> CPBD checked with the Ministry of Agriculture to see if there were any national guidelines on selecting demonstration or showcase farmers first, only to find that none exist.

<sup>16</sup> The list of names and other key data on these farmers is available at the CPBD Program Office upon request.



## **School Demonstration Farms and Income Generation Projects**

The CPBD Program sees well-functioning, community sustained and maintained schools as an indicator of social and economic well-being in communities. The Program has tremendous opportunity to support a range of critical factors to ensure local schools' success, including:

- The establishment of school gardens for demonstration purposes, as well as to serve as a source of income for the school;
- The formation, training and mentoring of Parents-Teachers Associations (PTAs) to help serve leadership and governance roles, ensuring that income generation projects are in place to generate additional income for the school and to increase the involvement of parents in their children's education;
- Supporting communities in the development of adequate facilities and ensuring the availability of school supplies. Included here would also be the provision of water, sanitation and hygiene education;
- The provision of Food-for-Work support to teachers and school administrators and school feeding for the children—as well as nutrition education for mothers;
- Advocating for girl children to attend school and for the revision of school curricula from rote-based to child centered methods;
- Support for teacher training in child-centered training, and in human rights education, which also mirrors the adult education activities vis-à-vis REFLECT.

So far, the CPBD Program has been attempting to identify schools, including contacting the Minister of Education for her recommendations<sup>17</sup>, in the hopes of selecting those most in need of the support outlined above. Constant insecurity has prevented the CPBD Program from starting these activities until recently. The first steps will be to:

- Identify schools needing water and sanitation interventions. This activity is included in CPBD's Food-for-Work strategy in 30 communities of Montserrado and Margibi Counties;
- Identify schools for FFW support to teachers and school administrators and feeding for students;
- Facilitate UNICEF's distribution of school supplies in targeted communities; and
- Include in the selection of the 450 Showcase Farmers for organic vegetable gardening interested and qualified schools in targeted communities.

The criteria for selection of schools to implement school gardens or other agricultural activities are:

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<sup>17</sup> Dr. Evelyn Kandakai, the Minister of Education in the previous and new Administration, recommended nine schools back in March 2003, including three in Margibi, two in Grand Bassa, and four in rural Montserrado. An assessment of these sites was implemented by the CPBD Ag/Econ Development Officer, the Ministry of Education Agricultural Education Officer and CPBD LINGO partners' field officers in May 2003. The civil unrest of June-August 2003 interrupted this process. New assessments are in the process of being conducted in accessible CPBD communities, which will inevitably yield partner schools for these activities.

#### ***School Garden/Agricultural Economic Development Selection Criteria***

- The school may be recommended—and/or endorsed—by the Ministry of Education and must meet other criteria listed below:
- The school must have land for farming /garden activities;
- The school Principal and staff must be willing to participate in the scheme;
- The school garden must be seen as a teaching and learning center by the students, Principal and staff;
- The school should see agriculture as a source of income generation to provide assistance to the school;
- The school may be private or public;
- The school may be primary, junior secondary or senior secondary depending on community in which the school is located;
- The school must have an active/functioning PTA; and
- Agriculture must be part of the school's curriculum.

In this post-conflict period, the CPBD Program is seizing opportunities to secure newly available resources in support of schools' needs. Mercy Corps, the lead implementing partner of CPBD, anticipates imminently signing an MOU with UNICEF to support the installation of wells, with hand pumps, and the construction of public latrines—many of which will be located at schools in 30 targeted CPBD communities. All of these projects fall under the FFW activities described below.

### **Entrepreneurs and Self-Help Groups**

In May 2003, the program staffers of CPBD and the core LNGOs developed a set of criteria for the selection of entrepreneurs/business owners of small and medium enterprises and Self-Help Groups<sup>18</sup>, which will serve as models in their own right for eventual training on best practices to help multiply the numbers of micro-businesses and Self-Help Groups in CPBD targeted communities. The following criteria were developed for the selection of these groups:

#### ***Entrepreneurs and Self-Help Groups Original Selection Criteria (May 2003)***

1. The business must be registered with both Ministries of Commerce and Finance
2. The business must be in existence for a minimum of five years.
3. The business must have regular use of internal accounting control i.e. cash receipts, cash disbursements, petty cash, pay roll and fixed assets.
4. The business must have a bank account.
5. The business must be able to provide saving and loan services in the community.
6. The proprietor should have a system of community conflict resolution.
7. The proprietor must understand the concept of differentiating between personal and business assets—and must demonstrate the difference in records.
8. The business or group must have a permanent address and an operating capital of not less than LD 20,000.
9. The business proprietor must be a citizen of the community.

<sup>18</sup> Self-Help Groups consist of small, autonomous, non-political groups of people, usually living in the same community and sharing common concerns. The members come together voluntarily to work for their personal, social and economic development and start by establishing a revolving credit scheme, based on their own savings. CPBD will at first support these groups with technical advice, especially supporting their business and organizational development needs. As they grow in capacity, CPBD may determine an opportunity to infuse some funds into the group to build on the group's existing working capital, ultimately with the aim of helping them collectively grow their businesses and enable them to lend credit to other vulnerable community members working to develop their own micro-enterprises. Peer pressure is the key element of ensuring high repayment rates to the group's revolving fund.

10. The business proprietor must provide evidence of ownership of real estate.

*Note: Field staffers must ensure that at least seven criteria are applied. Points 1, 2, 8 and 9 are compulsory.*

By June 2003, CPBD Program staff and LNGO partners had identified an initial eight business entities—and, unfortunately, zero Self-Help Groups--interested in participating as model enterprises. Five businesses--ranging from dry goods sellers to prepared food sellers--were identified in Montserrado and three in Margibi County.<sup>19</sup> Increased access to CPBD Communities, coupled with potential increased business investment in CPBD areas of operation and the implementation of new activities in the coming months—e.g., vegetable gardening, food processing, arts and crafts and rural illumination projects<sup>20</sup>-- may begin to yield more micro-enterprises that can serve as models for training and mentoring new and upcoming entrepreneurs. As the security situation improves in the country and agricultural production increases, Self-Help Groups will surely emerge for potential training and to serve as models as citizens begin to have more of their own resources to save and share within a peer pressure revolving loan mechanism.

Given the initial disappointment in having identified no Self-Help Groups (SHGs) to participate in CPBD, the CPBD and LNGO partners' staff developed a different set of criteria for the selection of SHGs. They determined that they would first try to identify local SUSU Groups, or saving and credit clubs, which cater to the needs of the “poorest of the poor”, women in particular. The emphasis, they decided, will be on working with existing credit groups to create sustainable revolving loan structures in the communities that could eventually become a source of small credit for micro-enterprises, especially as those that evolve out of the REFLECT Circle action process.

#### ***Self-Help Groups Revised Selection Criteria (September 2003)***

A Self-Help Group (SHG) wishing to benefit from assistance under the CPBD program must be located in the CPBD operational areas. Other requirements are as follows:

- For a group evolving out of the Reflect Circle, it should have no more than 15 members who are from the same community and have come together voluntarily and agreed to work for the group's personal, social and economic development.
- For existing SHGs, the current membership will be maintained but they should have existed and functioned over a period of at least 12 months.
- Members should be from the same village community and share common concerns.
- Membership must include males and females, with an emphasis on the participation of women. The activities of said groups will be assessed prior to acceptance.
- Existing SHGs must be recognized by the community leadership and possess a record of past achievement.
- The SHG must have, or be prepared to, constitute a board of arbitration to settle internal conflicts as they relate to activities of members so that such conflicts may not adversely affect the entire group.
- Must be governed by rules and regulations that were established by the entire membership clearly defining the role of each officer, the responsibility of members and the procedures for operation.
- Group leaders must be selected through a transparent method acceptable to all members.

<sup>19</sup> The names and locations of these business owners are available upon request at the CPBD Head Office in Monrovia.

<sup>20</sup> With the help of the Community Communications Technical Advisor, who is an accomplished electrical, electronic and chemical engineer, the CPBD Program plans to launch 10 rural illumination project activities using: LED lighting at community radio stations, community centers, schools and latrines—to enhance the night life, security and study time for rural citizens. Micro-business development opportunities will be supported for those interested in manufacturing, selling and installing inexpensive LED lighting.

- The leadership should include a chairperson, treasurer, and a secretary. Males and females participating in leadership structure is encouraged.
- The SHGs decision-making process must be based on the participatory approach wherein all major decisions are taken at a general meeting. Groups must meet at least once a month and on an ad hoc basis to discuss issues affecting them.
- Must accept to contribute in cash or kind to community development activities/projects that results from REFLECT Circle activities.
- Members must accept to participate in all CPBD training programs (planning, small business management, organizational development) intended to upgrade the skills of group members thereby making them more serviceable and committed. Also the groups must be willing to enter into a contractual agreement with Diompilor and to submit to periodic audit reviews of the groups' financial and others records by Diompilor/LNGO partners.
- Must accept to form associations with other groups and participate in the sharing of information (achievements, lessons learnt, success stories) with others.
- Must have, or be willing to establish, a bank account where feasible.

### **Training of Trainers Environmental Workshop**

In response to USAID's Initial Environmental Examination (IEE), indicating a "negative determination, with conditions" for CPBD community-based social and economic development activities<sup>21</sup>, the CPBD Program held an intensive Training of Trainers Environmental Education and Awareness-Raising Workshop (EW) for its own program staff and the program and field officers of core LNGO partners to build awareness and skills around the development of mitigation measures to ensure compliance with the IEE. Held from October 20-25, 2003, in Monrovia, the EW was co-facilitated by Mercy Corps and the Society for the Conservation of Nature (Liberia), who, together with several technical resource trainers<sup>22</sup>, generated the following outputs:

- Forty CPBD Program staff and core partners' field staff trained in identifying negative environmental impacts of land-based activities—including lowland and upland farming, small-scale community construction of infrastructure, and livestock management--and designing and implementing appropriate mitigation measures to avert negative environmental impact.
- The generation of information for the development of a Liberia-specific TOT manual on environmental education/awareness and skill-building for effective environmental mitigation for key land-based development projects.

The workshop facilitators applied a range of adult training methods—e.g., experiential field trips, small group discussions and joint planning—to ensure the fullest engagement of the 40 participants in practically learning and applying new skills. The 40 trainees will now utilize their

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<sup>21</sup> The first draft of the IEE was completed by a Mercy Corps consultant vis-à-vis a desk study, which was then followed by a revised and approved version that was prepared by the USAID Agriculture and Environment Project Officer in Monrovia, with technical input from the USAID Regional Environmental Officer in Dakar, Senegal.

<sup>22</sup> Representing USAID, Ministry of Agriculture, the Environmental Protection Agency, the Pollution Control Association of Liberia, Flora and Fauna International, Conservation International, the University of Liberia and Shelter Development Incorporated.

new analytical and practical mitigation checklists<sup>23</sup> as the CPBD Program begins to support community projects, starting with water and sanitation projects and small-scale gardens in 30 targeted communities, using WFP Food-for-Work as a supporting resource.

### **Food-for Work Recovery Activities: Water and Sanitation and Gardening**

Upon the resumption of the CPBD Program in late August 2003, after the civil unrest hiatus of June-August 2003, the Ag/Econ Development Unit and partner LNGOs working on Ag/Econ Development activities, participated in initial rapid emergency assessments that the Mercy Corps Emergency Program Officer<sup>24</sup> led in 30 of 97 CPBD Communities. The communities chosen at the time were the most secure and accessible. As more communities become accessible, the CPBD Program will resume its full plate of activities and possibly also consider recovery activities using a Food-for-Work scheme.

Upon the basis of the results of the original rapid assessments in 30 communities in September 2003, which showed food as the most urgent need, the CPBD Program developed a “recovery strategy” for 28 of those communities<sup>25</sup> to provide food relief vis-à-vis Food-for-Work Projects identified by the communities—i.e., via the CPBD Program’s engagement with the REFLECT Circles, community leaders, Community Development Committees (CDC’s), leaders of the internally displaced populations, and representatives of women and youth groups. The timing of the project activities in the agricultural calendar,<sup>26</sup> coupled with a new CPBD Agricultural Policy that stresses quick-impact, high profit activities<sup>27</sup> in the recovery period, yielded a strategy of supporting 420 farmers in 28 targeted communities in Montserrado and Margibi Counties. The 420 farmers—15 per community—will plant a mixture of local varieties of vegetables—e.g., pepper, bitterballs, potato greens, bananas, tubers, and so on – based on local availability of starter seeds, cuttings and tubers. These gardens will also serve as demonstration (showcase) gardens through which “best practices” will be taught to other interested local farmers in the hopes of stimulating replication of these practices, as well as increased production that generates increased household and group incomes.

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<sup>23</sup> At the writing of this report, the SCNL was finalizing their report and will provide to Mercy Corps a final mitigation plan (mitigation checklists per land-based activity), which will be available to USAID upon request. A draft document is currently available upon request.

<sup>24</sup> Susan Romanski, who served from August to October 2003, as a Mercy Corps contribution to helping the CPBD Program—including its staff, LNGO partners and communities—get back on its feet following the crisis in Monrovia.

<sup>25</sup> Two of the communities were dropped for reasons of limited accessibility.

<sup>26</sup> The time of year in question—September to November is typically the garden planting time in the lowland. At the time of the rapid emergency assessments, communities were faced with the annual “hungry season” made worse by the influxes of internally displaced persons—average influx was 30% per the 30 communities surveyed at the time.

<sup>27</sup> In the original strategy, CPBD was considering supporting lowland rice swamp development, as part of the community projects. But the new Agricultural and Economic Development Manager, who arrived in September 2003, has made a convincing argument in favor of supporting local farmers in producing crops that will generate a higher profit than rice will, especially given the inability of rice farmers to compete with the local imported rice market.

Another key activity managed partly from the Ag/Econ Development Unit, in coordination with Mercy Corps' new Emergency Program Officer<sup>28</sup>, is support to 28 communities that have expressed need for water and environmental sanitation (WES) infrastructure development activities. Specifically, the CPBD Program, together with WFP and possibly UNICEF<sup>29</sup>, will support the following:

- Rehabilitation of existing wells or the establishment of new wells with hand pumps—one in each of 28 communities;
- Public latrines—one in each of 28 communities;
- Hygiene promotion campaigns in all 28 communities;
- Training of community-based hand pump technicians; and
- Formation and training of WES committees to ensure the management of these infrastructures, ensuring their maintenance with a community-generated cost recovery mechanism.

By mid-November, Mercy Corps entered into a Memorandum of Understanding with the World Food Program to support these activities—and others that may evolve via community decision-making—over the next six months. As designed, these activities not only infuse much needed food into the targeted communities but also enable the CPBD Program staff and LNGO field officers to begin supporting the REFLECT Circles and Community Development Committees as they jointly identify, design, implement and monitor/evaluate community projects.

## The Community Communication Unit

The Community Communications Unit (C2U) is directly responsible for the CPBD Program achieving the following Cross-Cutting Results:

### **CCIR2: Increased access to information in targeted communities**

The two USAID-approved indicators are:

- CCIR Indicator 2.1: Percentage of the population in targeted communities listening to USAID-funded programs on health, agriculture, civic education conflict resolution & peace building, and environment.
- CCIR Indicator 2.2: Number of community members in targeted communities that utilize acquired learning from USAID-funded radio programs on health, agriculture, civic education conflict resolution & peace building, and environment.

C2U uses three strategies towards the achievement of those results:

- production and dissemination of radio programs on the sectors mentioned above

<sup>28</sup> Bernard Kidula, who arrived in October 2003 and is supported with Mercy Corps' emergency funds for three months.

<sup>29</sup> The CPBD Program has submitted a proposal to UNICEF requesting hand pumps and some support funds for the development of wells and latrines.

- distribution of solar wind-up radios to REFLECT Circles and other listening circles to tie the radio program messages to group dialogue that builds awareness and imparts useful information; and
- equipment provision, radio program production capacity-building and technical and business skills support to community radio stations.

During the period under review, C2U implemented the following key activities:

- Development and broadcast of 16.5 hours of radio programs--9.5 in English, 3.75 hours in Kpelle and 3.25 in Bassa—on a range of topics from upland and lowland farming to the Accra Peace Accords;
- The completion of a preliminary—pre-Results Framework—listenership survey in targeted communities;
- The establishment of a Technical Working Group mechanism to develop technical content for radio programs;
- C2U transitioned from a joint Mercy Corps-SFCG field operation to a Mercy Corps-AED field operation;
- Completion of assessments and plans for the use of State Department funding in support of community radio stations;
- The adaptation of a community mobilization and capacity-building process used in the pre-Liberian Civil War days—at the time of the USAID-funded Liberia Rural Communications Network (LRCN)--for community radio station development; and
- The purchase and shipment to Liberia of 2,000 solar radios, which unfortunately were looted from the Port of Monrovia during the June-August civil unrest in Monrovia, and development of preliminary distribution criteria.

### **Radio Program Development and Dissemination**

During the seven-month period under review, the C2U produced 16.5 hours of original programs, in 30-minute and 15-minute formats, including dramas and features. The weekly production average was 0.57 hours, or 23% of expectation<sup>30</sup>. Programs were produced in all three main languages in the CPBD areas of operation —Liberian English (58%), Kpelle (23%) and Bassa (19%). The topics of these programs evolved out of CPBD activities, the initial Technical Working Group on Agriculture and contextual analysis and identification of topical issues related to peace and development:

- REFLECT Training of Facilitators;
- REFLECT meetings to determine FFW activities on Water and Sanitation (WES);
- Lowland and Upland Farming practices, especially rice cultivation;
- CPBD emergency needs assessments of targeted communities;
- Liberians and the Accra Peace Accords;
- Public views on the National Transitional Government of Liberia;
- Environmental TOT Workshop; and

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<sup>30</sup> SFCG had a mandate to produce 2.5 hours of programs per week.

- Public views on the Disarmament, Demobilization, Reintegration and Reconciliation (DDRR) process.

During the period under review, SFCG's partner stations—those that had agreed to play CPBD radio programs—included three Monrovia-based FM stations, one in Harbel and one in Buchanan. CPBD Programs were played a total of 28.5 hours. The following chart shows the actual airtime per station with which the program has a Memorandum of Understanding.

Radio Station	Location	Time of Day CPBD Programs Aired	Total Air Play of CPBD Programs
Radio Veritas-FM	Monrovia	9:15 am; 9 pm	9.5 hours
DC-101 FM	Monrovia	9:30 am	3 hours
KISS-FM	Monrovia	6:00 am	2 hours
Stone-FM	Harbel, Margibi Co.	5:45 am & 9:45 am	7.5 hours
Love-FM	Buchanan, Grand Bassa Co.	8:15 & 8:30 am	6.5 hours

**Total Air Play: 28.5**

In determining that the production rates were not as desired, the Chief of Party in April 2003 established a mechanism known as the Technical Working Group (TWG), which was designed to significantly add to the content that the SFCG C2U Coordinator, the three correspondents and Executive Producer had been generating in the field. (*See the Technical Working Group Section below for a more detailed explanation.*). The COP also designed along with the TWG a planning process that would ensure that all CPBD technical content programs are planned in such a way that the impact of messages can be measured in the field vis-à-vis listenership surveys.

The initial planning process was modified in October 2003 with the help of Todd Ritter, Johns Hopkins University Behavioral Change Specialist assigned to the USAID-funded Community Health Program and reporting to the consortium lead, AFRICARE. The planning process enables the TWG to develop key message content based on identified aspects of a target group's need for information and/or changes in limiting attitudes and behaviors that ideally would, with field level technical support, lead to more desirable outcomes—e.g., improved health conditions.

The TWGs on Health and Agriculture both produced modest numbers of programs during the period based on this planning model. Two 30-minute dramas on cholera, based on key messages generated in the Health TWG, will begin airing in December 2003. Some spot messages have already been tested and have aired during November. This planning process will add value to C2U listenership survey results, especially in the collection of key information to improve the content of future radio programs, as well as the effectiveness of CPBD and other partners' technical field interventions.

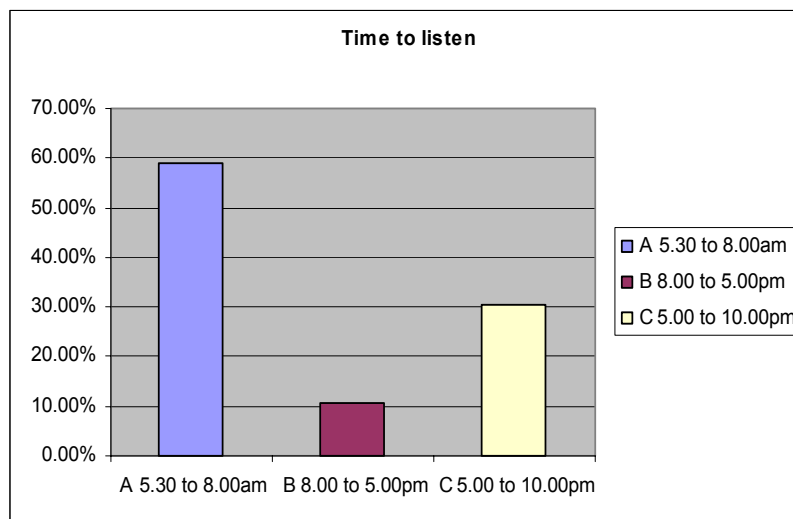
### **Preliminary Listenership Survey**

Prior to USAID approving the CPBD Results Framework and Performance Monitoring Plan in July 2003, the C2U conducted its first listenership survey in 45 targeted CPBD communities of



Montserrado, Margibi and Grand Bassa County<sup>31</sup>. From March 25 to April 4, 2003, the three SFCG correspondents assigned to the CPBD Program conducted 450 survey interviews on 37 questions to determine, *inter alia* radio listening habits and radio station and program format preferences. Questions on whether or not radio makes an impact on listeners' attitudes and behaviors were also included.

Nearly 28% of respondents named ELBC-FM, the Liberia Broadcasting System's station as a radio station into which they commonly tune their dial. ELBC listeners commonly perceive ELBC/LBS news as more objective than other stations, according to the SFCG correspondents. Other popular radio stations named by respondents were BBC/VOA at 24% and Radio Veritas at 22%. Only 2% of listeners chose Stone-FM in Harbel, which struggles to broadcast beyond two miles, as its one kilowatt transmitter is malfunctioning. If it were functioning properly, it would broadcast up to 30 miles, easily covering the 60,000 Firestone workers and their families living on the Firestone Plantation and surrounding communities. The C2U intends to provide equipment and technical training support to Stone-FM to help make that potentiality a reality.



If one wants to reach most listeners, it is best to broadcast programs early in the morning or from 5 pm onwards in the evening. The chart at left indicates Liberia "Prime Times": 5:30 to 8:00 am (59% audience) and 5:00 to 10:00 pm (30% audience).

With only 20% of the population possessing adequate literacy skills, it is no wonder that Liberians are avid radio listeners. On average, 20% of

listeners listen to the radio five or fewer hours per week, while around 17% listen between 5 and 10 hours and 21.70% listen for 10 to 15 hours per week.

Here are the randomly selected demographics of the listeners surveyed:

- Gender: Male (66.5%); Females (33.5%)
- Age: 18-24 (13.21%); 25-44 (44.88%); over 45 (41.91%)

Generally, the correspondents found that illiterate women in particular were shy about responding. The survey team will have to make adjustments in future to ensure more female representation.

Almost 65% of respondents answered affirmatively to the question: Do radio programs stimulate discussions in your community? To ensure that facilitated discussions are held around CPBD

<sup>31</sup> The full survey data and report is available at the CPBD Program Office in Monrovia upon request.

Programs, the REFLECT facilitators will be trained to do so and will be provided with discussion questions and cassette copies of CPBD radio programs to reinforce the group learning process. This will be a particularly key strategy, as 43% of respondents typically do not find it useful to listen to the radio in groups.

Finally, a majority of respondents agreed that radio programs influence their lives and especially listen to be educated and informed. Of all program formats most beloved by Liberian radio listeners, drama topped the list.

### **Establishment of Technical Working Groups for Radio Program Content Development**

The Technical Working Group model was first established in April 2003, in response to the apparent need to generate technical content for radio programs related to five key topic areas: 1) health; 2) agriculture and economic development; 3) peace and conflict resolution (reconciliation included); 4) civic education; and 5) environment. After the initial TWG on Agriculture, together with creative support from the CPBD C2U, managed to produce two dramas and some features on the advantages and disadvantages of lowland and upland farming from April-early June 2003, the June-August civil unrest interrupted this TWG's content generation and radio production activities.

In September, CPBD worked with Johns Hopkins University Behavioral Change Communications Specialist Todd Ritter, who leads BCC efforts under the Africare-led USAID Improved Community Health Project, on developing and training the Health TWG. This TWG consists of health representatives of the Ministry of Health, Africare, and other NGOs, both international and national. In October 2003, Mr. Ritter and the CPBD C2U staff facilitated a training workshop for TWG members on applying BCC methods to the planning of message content for radio programs, beginning with cholera and diarrhoeal diseases. Two thirty-minute dramas and several spot messages were developed and tested in the field. The spot messages on cholera have already been aired, while the dramas will be aired in December. Mr. Ritter also recently held a training workshop with partners working under the Improved Community Health Project to begin generating content for a radio program series on nutrition. The CPBD C2U will support the development of the radio programs to go along with the content generated.

In November 2003, the C2U began to identify potential members for the peace and conflict resolution TWG, which currently consists of the Justice and Peace Center and CPBD local partners--the Peace Building Resource Center and the Center for the Study of Justice and Peace. The TWG will begin to generate radio program content in December.

### **Transitioning C2U**

As of October 31, 2003, SFCG, of its own volition, withdrew from the CPBD Program. AED and Mercy Corps have negotiated the following arrangement:

- Mercy Corps to hire national staff to develop the radio program production capacity necessary to produce 2.5 hours of relevant radio dramas, features and other formats for airing on partner stations;

- Mercy Corps to install a radio production studio within the CPBD Head Office in Monrovia; and
- AED to provide an expatriate Community Radio Production Advisor (CRPA), with behavior change communications (BCC) and democracy radio experience, for the period of one year.

The radio studio will be operating circa December 7, 2003, with most new national staff, including a technician, dramatist-script writers and producers, in place by December 1, 2003. At the writing of this document, AED confirms that the CRPA will be in place by December 23, 2003.

The goal of the unit is to create a unique identity and style for the CPBD radio productions and not duplicate what SFCG's Talking Drum Studios is producing.

## Community Radio

The Community Radio piece of the program has faced many challenges getting off the ground. Under the oppressive Taylor Administration, the Ministry of Information blocked the CPBD's efforts to work with community radio stations, obviously fearing the potential of community radio to empower the citizenry. But now, in the post-war era, the outlook is quite promising for these activities to succeed.

In the aftermath of the June-August civil unrest, the Community Communications Technical Advisor (CCTA) designed a radio equipment survey that was, at a time when security was not conducive for expatriate travel into the interior, conducted by a hired local consultant and officer of the National Amateur Communication of Liberia (NACUL). The survey was intended to assess the state of community radio stations in Margibi, Bong, Bomi, and Grand Cape Mount Counties. The assessment discovered seven community radio stations operating in the four counties—none in Grand Cape Mount. Eleven sites either formerly had a radio station that was vandalized during the recent war or are interested in starting a station. On average, most stations were around 1-3 watts, operated off of a small 12 volt car battery and capable of broadcasting between 1-3 miles radius.

County	Site	Functioning Station	Station Not Functioning
Margibi	Unification (Smell-No-Taste) Kakata Kakata  Harbel Weala Konola Dolo Town	-Joy 96-FM  -KCBN 92.6 -Margibi Youth Communications Network -Voice of Harbel	    -Weala Youth -Konola Citizens -Dolo Town Radio
Bong	Gbarnga Gbarnga Gbarnga Gbarnga Totota Suakoko Salala	-Choice-99 FM   -Aiming High 94.7 FM -Super FM 92.3	-Radio Salavee -Youth Radio -Radio Meridian -Choice Radio  -Salala Broadcasting Service

	Bong Mines		-Radio Bong Mines
Bomi	Tubmanburg		-Radio Bomi
Grand Cape Mount	None		

This was phase one of an assessment process that will take the CCTA around the nation in search of 20 potential community radio sites. In selecting potential community radio station sites, the CPBD Program favors pre-existing community radio stations—or up and coming stations that have sprung from the self-motivation of a community--that have the following elements in place:

1. Fully licensed and registered with the Government of Liberia
2. Have a secure and accessible place to operate in a non-governmental, public access space.
3. Willingness to properly maintain and use the equipment provided by Mercy Corps;
4. Willingness to enter into and abide by a Memorandum of Understanding with Mercy Corps;
5. Willing to allow Mercy Corps to administer the Organizational Capacities Index for Radio Stations annually over the next four years and to receive capacity-building support from the CPBD Program team of partners;
6. Willingness to ensure transparency and accountability in all operations and put into place systems, procedures and mechanisms to achieve highest standards of accountability and transparency;
7. Have in place an advisory board, inclusive of women, youth and minority groups and broadly representative of the local political, ethnic/social make-up and demographics;
8. Willingness to learn and apply social mobilization/participatory methods of engaging the community;
9. Willing to participate in listenership surveys;
10. Willing to air CPBD radio programs and produce and air their own radio programs based on community need and with community-support;
11. Make available records indicating the dates and times when Diompilor Programs were aired; and
12. Provide fair and equal access to the airwaves to all community members, ensuring that all views, with the exception of hate messages and those of a discriminatory, defamatory, inflammatory--inciting people to violence-- nature, are allowed to be expressed.

In November, Mercy Corps hired a local community radio expert to help the C2U design and implement a social mobilization process and series of training workshops in the core skills of running a community radio station—from production to business/organizational management skills. The process and training workshops will be utilized at each of the 20 community radio station sites planned, beginning with Harbel, Salala, Tubmanburg, Kakata and Buchanan.

Also during the period under review, the CCTA determined that most community radio stations will be fitted with solid state 35-watt stereo FM transmitters—known as “Radios-in-a-box”. Running off of a specially designed hybrid solar-wind energy source, equipment will enable the community stations to broadcast radio programs up to a radius of 15-20 miles. Radio-in-a-Box consists of a 35-watt transmitter, integrated CD player, integrated cassette player, integrated audio mixer, professional microphone and cables, and omni-directional antenna and coax. CPBD will also provide production capacity in the community stations in the form of digital equipment (laptop or desk top computer) and software. Some stations will receive larger transmitters, according to their broadcast needs. The main emphasis is on solid state digital equipment that is easy to maintain and affordable to operate.

### **Solar/Wind-Up Radios**

Three weeks before the June-July conflagration in Monrovia, the AED-purchased 2,000 Lifeline Solar/Wind-Up radios arrived at the Port of Monrovia, only to be looted sometime during the crisis. Seeing a critical need to replace these radios, which are slated for use in the CPBD REFLECT Circles and in other NGO listening groups, Mercy Corps placed another order in September 2003 with the manufacturer. A shipment of 2,000 solar radios is expected to arrive in Monrovia by January 2004, addressed to the USAID Mission Director.

In the meantime, Lifeline has shared with the program a training package for training communities on the use of the radios. The C2U will adapt the package for the local context prior to distributing the radios.

### III. Management

In addition to taking responsibility for the overall success of the CPBD Program, the Management, including the Chief of Party and the Senior Program Officer of AED, work collaboratively towards the Cross-Cutting Intermediate Result 1.0: Increased resources secured from sources other than U.S. Government. This IR is, in part, measured—and the activities are designed--using the following indicators:

- **CC IR Indicator 1.1:** Amount of CPBD Program's resources secured from sources other than U.S. Government.
- **CCIR Indicator 1.2:** Amount of funds attracted vis-à-vis sources identified in the CPBD Program Fundraising strategy

Towards the IRCC1 and the achievement of other management objectives, the CPBD Management advanced the following activities during the period:

- The formation and launching of the Liberia Resource Mobilization Committee in the United States;
- The development and submission of several proposals to raise non-U.S. Government matching funds for CPBD;
- The Development of an Urban Strategy to expand CPBD into urban areas of Liberia;
- The Development of a Pilot Human Rights Education Project in collaboration with the Columbia University Center for the Study of Human Rights;
- The development of the CPBD "Diompilor" Web Site; and
- Re-structuring and transitioning of international and national staff.

#### The Liberia Resource Mobilization Committee (LRMC)

October 17, 2003, marked the commencement of the Liberia Resource Mobilization Committee (LRMC), with its first meeting in Washington, D.C. at the AED Headquarters. The LRMC was founded by AED in Washington, DC, in collaboration with LeShea Howard-Clinton, a Liberian living in the U.S. who expressed a desire to help raise funds, and augment interest for, the Diompilor Program and other project and business interests in Liberia. Ms. Howard-Clinton was initially hired for a short-term consultancy to define the parameters of, and solicit interest in, a committee that would serve to mobilize resources and raise awareness among the Liberian

community in the US. The concept paper that was developed came to life with the launch of the LRMC which has as its mission:

*To further the restoration of peace and development in Liberia by mobilizing resources (human, material, in-kind, and financial) from, and raising awareness among Liberians, Liberian-Americans and friends of Liberia residing in the United States. Resources will be directed towards the high-impact activities being implemented in Liberia by transparent and accountable agencies.*

The LRMC will work to support the activities of, and be assisted by, the CPBD Program, as well as outside the program, as long as they are geared towards high impact and implemented by agencies demonstrating transparency and accountability in their implementation, without bias towards any specific ethnic group or political party.

Thirty-four people attended the first LRMC meeting, including Liberians residing in Rhode Island, Massachusetts, Georgia, New York, and the Washington, DC metropolitan area. In addition, the USAID Mission Director for Liberia was present as well as the USAID/Washington Liberia Desk Officer. Participants expressed a great deal of enthusiasm for, and commitment to, the work of the committee. Officers were nominated and participants agreed on forming three working groups: the Youth & Education Working Group (to include efforts targeting demobilized child soldiers); the Health and Welfare Working Group; and the Economic Development & Agriculture Working Group. Since the meeting, LRMC officers (Co-Director, Coordinator, Secretary, and Treasurer) have been elected and are expecting to convene in December. Lashea Howard-Clinton has been hired by AED, starting in January 2004, as the full-time Liberia Resource Mobilization Coordinator. In addition to serving as Co-Director of the LRMC and supporting the Committee's mission, Ms. Howard-Clinton will also assist with raising funds from non-USG sources for CPBD and contacting US Corporations to make appeals for their potential long-term investment and/or sponsorship of economic development activities in Liberia.

### **Raising Non-U.S. Government Match Funding**

During the period under review, Mercy Corps developed and submitted the following proposals and results to raise cost share for CPBD:

- A Proposal to Fund Recovery Activities—water and sanitation and agriculture— 30 CPBD communities for approximately \$250,000 for six months that went to DCI (Irish Government) and SHA (Swiss Government). Both donors responded that they did not have any emergency funding left for the year, but that they would be interested in exploring other funding options for the CPBD Program next year.
- A Proposal to the Gates Foundation Emergency Fund in July 2003 for \$300,000 to fund water and sanitation activities in 20 CPBD communities. The Foundation responded that they appreciated the CPBD Program but felt that there were enough donors covering the emergency in Liberia.
- A proposal to the World Food Programme for financial and food support to conduct Food-for-Work Recovery Activities—water and sanitation and agriculture—in 28 CPBD

Communities in Margibi and Rural Montserrado. In late November 2003, Mercy Corps signed a Memorandum of Understanding with WFP for around \$30,000 in funding and 325 metric tons of food (Mercy Corps has requested the value of this food). The funding and food will support the development of 28 wells with hand pumps and 28 public latrines, plus a host of community sanitation and hygiene promotion activities and some small-scale agriculture activities (vegetable gardens).

- A Proposal for approximately \$30,000 has been submitted to UNICEF to support the material needs of the 28 wells with hand pumps and other materials to build latrines. Mercy Corps is confident in gaining UNICEF's support.
- Just prior to the installation of the National Transitional Government of Liberia on October 14, 2003, Mercy Corps submitted to the Government of Taiwan in Taipei a concept paper to gain the interest of that Government, with which Mercy Corps has a strong relationship, in funding \$4 million of CPBD's activities. Initial representations to the Taiwan Ministry of Foreign Affairs went well. Then, on October 12, 2003, the then Liberian Government decided to renew diplomatic ties with the Government of China, which sent the Taiwan Mission to Liberia packing and Mercy Corps' losing its opportunity of gaining \$4 million for the CPBD Program.

### **The Urban Strategy for CPBD**

In October 2003, AED sent an urban strategist to Liberia, Dr. Miguel Cordova, who facilitated a participatory process with the CPBD staff, LNGO partners and other stakeholders from Government of Liberia Ministries, the University of Liberia, media institutions and the Monrovia City Corporation, to evolve an urban strategy for extending CPBD into urban areas, such as Monrovia, Kakata and Buchanan. A two-day participatory workshop to explore options and develop sets of recommendations served as the catalyst for the development of the urban strategy. Dr. Cordova used the following "urban strategic goals" framework to stimulate discussion on how CPBD's three main program components—social mobilization, civic organization capacity building; community communications; and agriculture and economic development—could be extended to meet particular urban-based needs and environmental factors:

#### ***Urban Strategic Goals Framework***

A. Encouraging urban broad-based economic growth and urban agricultural development, and creating productive and sustainable urban employment.
B. Strengthening democracy and good governance, and building accountable and responsive local government.
C. Providing basic infrastructure and services: garbage collection and disposal; water supply and sanitation; health education; shelter.
D. Building human capacity through education and training.
E. Stabilizing the urban center's population and protecting human health.

The focus of the strategy is to adapt the current CPBD model to the urban milieu, working towards the following key results:

- Urban civic role in central and local democratic governance strengthened;
- Increased food security in urban areas; and

- Ex-combatants re-inserted in the urban CPBD communities, regaining peaceful social life and creating prosperity for them selves.

The Urban Strategy paper elaborates a pilot plan to extend CPBD in the next year, which the CPBD Management is reviewing for inclusion in the Year Two Annual Work Plan.

### **Human Rights Education (HRE) Pilot Project**

The AED Senior Program Officer assigned to CPBD, together with the Chief of Party, has been negotiating with Columbia University's Center for the Study of Human Rights (CSHR) to launch a pilot human rights education project under CPBD. The pilot project offers a participatory approach to engaging Liberian teachers, teacher trainers and human rights NGO trainers in developing Liberia-specific human rights and peace building curricula and training packages. The Minister of Education has orally endorsed the project.

The HRE project will initially target 120 teachers, teacher trainers and human rights workers through a series of four, two-week training of trainers' workshops, facilitated by CSHR. The CSHR will hold a separate training workshop for no more than 30 trainees at a time. The trainees will then return to their communities to advance HRE. The CPBD Program will monitor and support the implementation of the pilot project; at the end of six months the CSHR will conduct an evaluation to determine the next steps. The CPBD Program's new human rights and peace building partners, as well as existing core partners will form the core trainers of HRE for REFLECT Circles and other adult learning and development groups.

### **The development of the CPBD "Diompilor" Web Site**

The CPBD Program's Information Technology Department, with the support of a local web site developer, has begun to develop the CPBD ("Diompilor") web site. Slated to go "on-line" circa January 1, 2004, the multi-page site will provide browsers with a frequently updated overview of the program and its progress. The C2U will be responsible for updating the content of the pages.

### **Re-structuring and transitioning of international and national staff.**

During the reporting period, the CPBD Program Management made several changes to the organizational chart, primarily in response to changes in the Consortium—i.e., Search for Common Ground pulling out—and in anticipation of the expanded Year Two program mandate. The revised organizational chart will be submitted to USAID with the CPBD Year Two Work Plan. The staff transitions include:

- Deputy Director/Head of Program Mani Rasphone did not renew her contract. A change of structure was made to promote the Community Development Manager Sam Gotomo to that position, while bringing in a new expatriate, Deli Simeonova-Cook, to serve in a new role: Program Technical Advisor for Civil Society Capacity Building. She arrived in Liberia on November 19, 2003.



- The C2U is in the process of transition, with the addition of radio production staff to enable the program to continue to produce radio programs now that SFCG has left. AED has hired an international Community Radio Production Technical Advisor to support the radio production staff.
- On June 1, 2003, Mercy Corps hired a new Finance Manager, Inia Asuncion.
- With its own funding, Mercy Corps hired an Emergency Program Officer, Bernard Kidula, to develop the Food-for-Work component of the CPBD for three months.
- AED hired a new Ag/Econ Development Manager, Johann Krebs, who commenced work in September 2003.
- In July 2003, the SFCG C2U Coordinator Oscar Bloh left his position and was replaced by Teah Doegmah. On November 1, 2003, Mercy Corps hired the other SFCG/CPBD staff—three correspondents and an executive producer—to continue their roles in the program.
- The Logistics and Administration/Human Resources Departments were restructured into one unit, with the former Admin/HR officer being promoted to the Head of Program.
- Other changes will be captured in the CPBD Year Two Annual Plan.

## APPENDIX 1

### Scope of Work:

#### **The Committee on the Selection of Human Rights and Peace Building Local Organizations to Partner with Mercy Corps in the Community Peace Building and Development Program**

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#### **Background and Purpose:**

The Committee on the Selection of Human Rights and Peace Building local NGOs is a short-term<sup>1</sup>, voluntary decision-making body, recruited and organized by Mercy Corps, an international NGO and lead operational partner of the USAID-funded Community Peace Building and Development Program in Liberia (CPBD).<sup>2</sup> Committee members will include both internal managers, such as the Mercy Corps Country Director and the Deputy Director/Head of Program, and external actors from international NGOs, donors and other impartial stakeholders.

The Committee's main purpose is to help Mercy Corps and its partners identify and select local NGO partners working in the arena of Human Rights and Peace Building, who agree to implement, in whole or in part, the following key strategies--towards results (outputs and outcomes) to be determined via a joint strategic planning process once the agencies are contracted:

- Develop and advance, through training workshops and sustained engagement with teachers, teacher trainers and civic organization trainers, Liberia-specific human rights, civic and peace building curricula at the primary, secondary and adult education levels.
- Monitor and report on human rights abuses and design, implement and monitor/evaluate human rights promotion campaigns. Ultimately, we want training of trainers-type organizations that can build the capacity of other organizations in monitoring and reporting on human rights.
- Design, implement and monitor/evaluate advocacy campaigns aimed at educating leaders and effecting various changes in legislation, policy and cultural/customary practices that negatively impact key groups, especially women and children. Again, we aim to have organizations that can train other civic organizations on advocacy campaign design.
- Train, coach and mentor traditional and new conflict mediators and peace builders to design, implement and monitor conflict resolution strategies and activities to build social capital (social cohesion) and ethnic, religious, gender, age and other forms of tolerance.
- Train, coach and mentor civic organizations and others in social transformation methodologies geared toward gender and Sex- and Gender-Based Violence (SGBV).
- Develop and broadcast timely and relevant radio programs on peace and reconciliation, human and civic rights and conflict prevention & resolution/violence transformation.

The Peace Building and Human Rights Strategies reinforce Diompilor's existing work towards promoting a greater role for civil society in a successful transition to improved social, economic and political conditions in Liberia.

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<sup>1</sup> Approximately 50 hours of time commitment, spread out over several weeks including an initial orientation meeting and meetings to shortlist, interview, and select applicant organizations. A follow-up lunch hosted by the U.S. Ambassador will be held on December 2 for Mercy Corps and USAID to thank committee members and to welcome the new partners into Diompilor. Please see attached selection process timeline.

<sup>2</sup>The Academy for Educational Development is the lead on the CPBD Cooperative Agreement with USAID, and is not operational in Liberia, while Mercy Corps is the operational lead in Liberia.

Specifically, Diompilor works towards the achievement of two USAID Strategic Program Objectives in Liberia:

1. SPO4: Increased food security in targeted areas (including increases in food production and economic livelihood)
2. SPO5: Civic society's role in democratic governance strengthened (meaning civic organizations and networks strengthened to effect positive results in social and economic development, human and civic rights, conflict resolution and peace building on the local, regional and national levels.)

Diompilor core partners—NAEAL, AGHRA, PNO, PBRC, CJPS and G-BAG, advance the REFLECT social mobilization process vis-à-vis community-based facilitators. Founded by Action Aid, REFLECT combines literacy and social action through the use of Participatory Rural Appraisal tools, which help community members “see their world”—in the process they identify the root causes of inhibiting factors to peace and prosperity and take peaceful action to effect positive change.

The Diompilor Program then supports the implementation of priority action points on social and economic development and peace building—everything from social infrastructure projects—e.g., wells, schools—to micro-business development to conflict mediation to advocacy. The Program is organized into three intertwining sets of activities:

- Social Mobilization/Civic Society Development
- Agriculture and Economic Development
- Community Communications (radio programs, community radio stations)

The critical factor: Diompilor supports self-help initiative: Liberians creating peace and prosperity for themselves. Though Diompilor fosters inclusive participation, it especially seeks the empowerment of women and youth.

In addition to participating in Diompilor as a program partner, the local NGOs selected through the process will also be supported in their organizational and program development needs through a series of targeted trainings and on-going coaching and mentoring provided by Mercy Corps and other partners, within Diompilor's mandate as a capacity-building program. These recipient agencies in turn will build on their own capacity building skills, helping to empower other agencies, communities and networks working on peace building and human rights issues. Diompilor seeks to inspire the creation of movements for social, economic and political change.

Those agencies selected will eventually sign a contract as a Diompilor partner for a period of at least one year, as determined during the planning process for developing a Human Rights and Peace Building strategy. Also clear scopes of works and budgets for each agency will be developed. Ideally, Diompilor seeks to support agencies that are best suited to advance the six strategies above, which aim at having a multiplying effect and true impact.

## **The Selection Process**

Diompilor Program Seeks Human Rights & Peace Building local partners with the Following Mandates/Missions:

- **Promotion of human rights** for all Liberians, influencing government, law enforcement and military to enforce human rights law and charters and ensure that justice is applied in cases of legitimate human rights abuses
- **Participatory training & empowerment of communities** on human rights; participatory development of human rights curricula for primary, secondary and adult stakeholders
- **Monitoring and reporting** on human rights abuses and government performance—both positive application of human rights laws and universal human rights charters and verifiable human rights abuses
- **Advocacy, Education, Awareness Building and Transformation** to effect changes in Liberian laws, the Constitution, government policies and cultural practices that prevent Liberians, in part or in whole, from benefiting from universal human rights. (Particular attention paid to women's and children's rights, as well as key ethnic and other minority groups that have suffered from exclusion. Also includes freedom of the press & freedom of speech.)
- **Peace Education and Conflict Mediation training** of traditional and new peace builders and conflict mediators at the grassroots level
- **Sex- and Gender-based Violence (SGBV):** working in the areas of protection of victims, empowerment of communities to prevent and transform SGBV (i.e., to train community trainers or other “structures” in SGBV community awareness building, education and action planning to transform SGBV issues.)
- **Trauma Healing & Reconciliation:** To train local groups and individuals in healing and reconciliation skills to support sustained healing and reconciliation processes at the community level and other levels of society.
- **Training for Transformation (includes DELTA and REFLECT):** to train community facilitators to advance participatory, dialogical processes at the grassroots to empower communities to identify and transform inhibiting factors to peace and prosperity.
- **Community mobilization – Civil Society Building:** building the capacity of participatory civic organizations, community development committees, women's groups, etc., to participate in civil society and to take peaceful civic action.

Diompilor Program Seeks Human Rights & Peace Building local partners with the following Skills, Experience and Organizational Culture:

- Minimum three years demonstrated impact in one or more of the mandates/missions listed.
- Non-political, non-violent, impartial, transparent and inclusive organizational culture and approach
- Working on gender transformation
- Participatory (empowerment) approaches to education and training;
- Respect for confidentiality

The Diompilor **Human Rights and Peace Building Local Organizations** will be selected through a multi-phase process, as follows:

- **“Request for Applications”-** Mercy Corps will advertise in local newspapers, on its external bulletin board, through the pigeon holes at the UN and via word-of-mouth/outreach, a Request for Applications (RFA) welcoming applicants to complete a series of forms, including a data profile form, and submit a concept paper and budget to be considered as a potential partner. Information from the HROs/PBOs will be entered into the existing Diompilor database, which keeps tracks of agencies, their mandates, and areas of operation.
- **Review of Applications & Preparation of Short List** – Using a set of agreed, transparent and appropriate criteria, the selection committee will review all the applications. Through a process of

dialogue and consensus, the committee will agree on those agencies to place on a “short list”. HROs/PBOs are assessed, *inter alia*, against methodologies applied, community participation, technical expertise, and lesson learning commitment. The committee will take into consideration new and emerging NGOs and the level of creativity applied to their proposal documents or concepts.

- **Interview of Short-listed Agencies** – The Committee will interview the executive directors and at least two other staff members to further the discovery part of the selection process.
- **Checking of References** – To gather final important discovery information on each short-listed applicant, the selection committee will contact various references—from donors to communities where the applicant organizations have implemented programs—to obtain firsthand performance feedback, including reliability, transparency, and effectiveness.
- **Financial Review** - The Mercy Corps Finance Department must make a financial review on each short-listed agency to make sure minimum standards are met.
- **Final Selection** – The committee will deliberate on final choices for partners based on all the discovery inputs and a thoughtful reflection of criteria for selection and program need. All applicant organizations will be contacted with the results of the selection.

The approach will be to focus resources on activities related to human rights and peace building at the community, regional and national levels, within Diompilor’s strategic framework. Diompilor already is rooted in 97 communities in rural Montserrado, Margibi and Grand Bassa Counties and plans to expand into other rural--and eventually urban--areas in the next year.

### Human Rights and Peace Building Organizations (HROs/PBOs) Selection Criteria

The criteria for Liberia HROs/PBOs are as follows:

- a. **Articles of Incorporation.** Articles of Incorporation must be filed with the Ministry of Foreign Affairs and an Accreditation Certificate awarded by the Ministry of Justice. All agencies if not now accredited by the Ministry of Planning and Economic Development will have to be as part of the partnership.
- b. **Board of Directors.** The organization should have an existing and functional Board that is actively providing fiduciary capacity and policy direction.
- c. **Organizational Mandate/Mission & Expertise** - at individual staff, organizational and operational levels: a) **technical skills/sectoral expertise** in human rights reporting and monitoring; advocacy/activism; human rights and civic education and promotion; social transformation/community mobilization/training for transformation; sex- and gender-based violence protection and transformation work; gender transformation; peace education/conflict transformation and conflict mediation (especially training of conflict mediators); (For specific details, please see attached chart: *Description of Types of Agencies, Mandates and Experience.*); b) **Organizational skills/expertise:** project cycle; monitoring & evaluation (emphasis on learning & applying lessons learned); financial management, strategic planning, program management; administration/human resources management; participatory group facilitation; reporting (narrative, statistical and financial), proposal writing, c) **Field level** should be operational in—or be willing to expand to—Diompilor targeted areas (Montserrado, Margibi, Grand Bassa in 2003-2004; possibly Rivercess, Sinoe and Grand Gedeh in 2004-2005); field work approach should encompass community participation methodologies—social transformation approaches--applied at the community level.
- d. **Strategy.** Mutually compatible strategic objectives.

- e. **Past performance.** Demonstrable impact and Self-Assessment of lessons learned – recommendations from past evaluation/ review/ impact assessment reports must have been acted upon in the activities HROs/PBOs are currently implementing.
- f. **Organizational knowledge.** HROs/PBOs must be able to clearly articulate and explain their methodologies.
- g. **Partnerships.** HROs/PBOs must demonstrate effective working relationships with local partners or communities, donors, INGOs, UN agencies, Government of Liberia, and so on.

### Responsibilities and Duties of the Committee:

A six-member committee will be responsible to select at least three human rights and peace building NGO partners, focusing on the criteria and strategies listed above. A review of proposals for experience, creativity and technical expertise will be paramount to this exercise, which will culminate in the identification of specific areas and activities contributing to the program's strategy.

### The Committee Members participate in the following activities:

Activity	Tentative Date (Time to be determined.)	Amount of Time Commitment
Initial Orientation Meeting	October 24	2 hours
Meetings to Review applications and determine short list	Nov 6&7	8 hours (4 per day )
Interviews of Short-listed Candidates	November 8 & 10	16 hours (two full days)
Contacting References	November 11-18	16 hours (schedule includes meetings, field trips spread out over several days, to be determined)
Meeting to make final selections	November 19	4 hours
Celebration lunch, hosted by the U.S. Ambassador	December 2	2 hours
Meeting to review final report (written by Diompilor staff)	Circa mid-December	2 hours

**Estimated Total Hours: 50**

### Deliverables:

The team will have the following deliverables:

- **An agreed list of Human Rights and Peace Building Local Partners:** Based on implementation of the process outlined above.
- **Report:** The committee, with oversight from CPBD, will produce a report related to data collection, the selection of partners, information on existing human rights and peace building programs, within the scope of the exercise; and provide options for the establishment of a human rights and peace building discussion group.

### **Reporting and Coordination:**

The Diompilor Chief of Party Denise Barrett and the Mercy Corps Deputy Director/Head of Program, Sam Gotomo have direct oversight and accountability of the selection process. All members of the committee report directly to them.

### **Performance Period:**

The assignment will begin on October 24, 2003, with the initial orientation meeting at the Mercy Corps Office. The assignment will be completed circa December 15, 2003. Please see attached detailed timeline.

### **Technical Support:**

The Cognizant Technical Officer from USAID, Korto Williams, the Senior Program Officer from AED, Anne O'Toole Salinas (based in Washington, DC), and Mercy Corps finance Manager, Inia Asuncion will provide technical support to the committee, ensuring that the process meets USAID compliance regulations.

### **Qualifications:**

The committee members should have the following skills, exp and interests:

- Knowledge of and experience with post-conflict issues and their impact on the national governance structure.
- Knowledge or experience in conflict resolution/peace building, human rights activities, advocacy, training, organizational development and program design
- Experience in assessing donor-funded programs focused on human rights and conflict-related issues, with emphasis on social transformation
- Ability to research, analyze and synthesize information, and write reports.
- Experience with nongovernmental organizations and their work in post conflict countries.
- Impartiality and transparency; ability to work with groups.
- If international, at least one full year working in Liberia; awareness of the context.

END

## APPNEDIX 2



# *Diompilor*

**Liberians Working Together for Peace  
and Prosperity**

## **Request for Applications Instructions**

**for**

***Local Human Rights and Peace Building Organizations Applying to  
Become Partners in Diompilor***

Dear Applicant Organization:

This packet contains the following documents:

1. Diompilor Fact Sheet
2. "Towards a Culture of Peace in Liberia" (Diompilor working paper of six strategies for advancing peace building and human rights work in Liberia together with local NGO partners)
3. Diompilor's Search for Human Rights and Peace Building Local NGO Partners:  
*Description of Types of Agencies, Mandates and Experience Desired*
4. Concept Paper Instructions
5. A Human Rights and Peace Building Agency Profile Form

The Request for Applications Period begins with Mercy Corps publicly announcing the process in the local newspapers and posting the announcement on the Mercy Corps Office Public Bulletin Board circa October 15. Some outreach by telephone will also be conducted by the selection committee.

Application packets will be available to qualified agencies at the Mercy Corps Gate from 9 am – 4 pm each day during the following period: October 15-25, 2003. To receive a packet, each agency must present to the Exesecon Security Guards manning the Mercy Corps gate **a letter of introduction/authority and an official ID card from the organization.**

Agencies must submit the following to Mercy Corps, attention the "Diompilor Selection Committee for Human Rights and Peace Building Partners" **by 5 pm, Monday, November 3, 2003, the official deadline for applications:**



**Check  
Below**

- ☐ 1. A cover letter addressed to the “Diompilor Selection Committee for Human Rights and Peace Building Partners,” signed by the agency’s executive director.
- ☐ 2. A completed Human Rights and Peace Building Agency Profile Form
- ☐ 3. A 3-5 page concept paper written according to the concept paper instructions.
- ☐ 4. Copies of monitoring and evaluations and/or impact studies of the organization’s past projects (if available)
- ☐ 5. Five key references (contact name, location, and phone number, if available) from five Liberia communities where the NGO has worked
- ☐ 6. Contact information on two past donors or co-funding agencies
- ☐ 7. Contact information of an NGO partner organization
- ☐ 8. Organizational Chart
- ☐ 9. Proposed staff names, resumes and their proposed responsibilities in a partnership with Diompilor (including: 1) Key field-based program and management staff; 2) HQ Support Team; and 3) Internal consultants)
- ☐ 10. A list of all the organization’s board members
- ☐ 11. Minimum two letters of support from other organizations and donors
- ☐ 12. A Copy of the organization’s Articles of Incorporation filed with the Ministry of Foreign Affairs

**AGAIN, PLEASE SUBMIT ALL OF THE ABOVE DOCUMENTATION IN ONE ENVELOPE TO THE MERCY CORPS/DIOMPILOTOR PROGRAM OFFICE BY 5 PM, MONDAY, NOVEMBER 3, 2003, THE OFFICIAL DEADLINE FOR APPLICATIONS.**

**Criteria for Selection:**

Agency must have submitted all documents requested above by the deadline indicated. Any missing documents may be grounds for disqualification. Mercy Corps will telephone any agency that is missing a document to give them one final opportunity to submit it within 24 hours of contact.

- The applicant organization must have an active Board of Directors that provides fiduciary capacity and policy direction.

- The applicant organization must be a local NGO or community-based organization with a mission/mandate in line with one or more of the desired mandates/missions listed in the document: “Diompilor’s Search for Human Rights and Peace Building Local NGO Partners: *Description of Types of Agencies, Mandates, and Experience.*”
- The applicant organization must have the desired skills, experience and organizational culture described in the document: “Diompilor’s Search for Human Rights and Peace Building Local NGO Partners: *Description of Types of Agencies, Mandates, and Experience.*”
- In addition to the human rights and peace building sector expertise and experience, the applicant organization must also have experience and expertise in the following: project cycle management; Participatory Rural Appraisal or other assessment skills; design, monitoring and evaluation; strategic planning; program management; facilitation & training (preferably training-of-trainers & participatory methodologies); and reporting (narrative, statistical and financial).
- The applicant organization’s concept paper will be reviewed for thoroughness, insight and strategic thinking.
- The applicant organization must meet minimum financial management (accountability) standards, such as having a bank account; using a double-entry ledger bookkeeping; preparing budgets; separation of procurement and accounting functions; and so on.
- The applicant organization must demonstrate a willingness to learn and apply learning to improve organizational performance. (Clear signs that recommendations from past monitoring and evaluation/impact assessments were taken forward and applied to current work.)
- The applicant organization must demonstrate that they use participatory approaches in their work.
- The applicant organization must be able to clearly articulate their working methodologies and strategies.
- The applicant organization must demonstrate effective, transparent, reliable and accountable performance, as evidenced by positive reference checks among donors, partners and beneficiary (target) communities.
- The applicant organizations’ field work must be in part or in whole within the Diompilor areas of operation: Montserrado, Margibi and Grand Bassa Counties now, and Rivercess, Sinoe and Grand Gedeh in future.

### **The Selection Process Methodology:**

Documents submitted by applicant organizations will be reviewed by the Diompilor Committee on the Selection of Human Rights and Peace Building local NGOs--a short-term, voluntary decision-making body, recruited and organized by Mercy Corps. Committee members will include both Diompilor internal managers and external actors from international NGOs, donors (including USAID and the U.S. Embassy) and other impartial stakeholders.

The Committee’s main purpose is to help The Diompilor Program, under the operational direction of Mercy Corps, identify and select local NGO partners working in the arena of Human Rights and Peace Building, who agree to implement, in whole or in part, the six strategies outlined in the paper: “Towards a Culture of Peace in Liberia.”

The Committee is mandated to proceed with the following steps, on the way to selecting **at least three Human Rights and Peace Building Local Organizations (HROs/PBOs):**

- **Review of Applications & Preparation of Short List** – Using the criteria for selection, the description of types of agencies, mandates and experience as guides, the selection committee will review all the applications and documents submitted. Through a process of dialogue and consensus, the committee will agree on those agencies to place on a “short list”. HROs/PBOs are assessed, *inter alia*, against the criteria for selection, the thoughtfulness and strategic vision of their concept paper; methodologies applied in their work; technical expertise and experience; capacity as a participatory training organization; organizational culture and mission fit; and lesson learning commitment. The committee will take into consideration new and emerging NGOs and the level of insight and creativity applied to their concept papers.
- **Interview of Short-listed Agencies** – The Committee will interview the executive directors, at least two other staff members and a board member in person to further the discovery part of the selection process.
- **Checking of References** – To gather final important discovery information on each short-listed applicant, the selection committee will contact at least two of the five references provided by the applicant—from donors to communities where the applicant organizations have implemented programs—to obtain firsthand performance feedback, including reliability, transparency, and effectiveness.
- **Financial Review** - The Mercy Corps Finance Department will then make a financial review on each short-listed agency to make sure minimum standards are met.
- **Final Selection** – The committee will deliberate on final choices for partners based on all the discovery inputs and a thoughtful reflection of criteria for selection and program need. All applicant organizations will be contacted with the results of the selection.

The approach will be to focus resources on activities related to human rights and peace building at the community, regional and national levels, within Diompilor's strategic framework. Diompilor is currently rooted in 97 communities in rural Montserrado, Margibi and Grand Bassa Counties and plans to expand into other rural--and eventually urban-- areas in the next year.

The partnership will commence with a letter of intention on December 1, 2003, after which time Diompilor and its new Human Rights and Peace Building partners will co-develop a strategy, scopes of work, work plans with clear results/performance indicators and budgets that will form the basis of contractual relationships from December 1, 2003 – September 30, 2004, with possible renewal depending upon performance.

Diompilor seeks diversity in its staff and partners and does not discriminate on the basis of gender, ethnicity, religious or political affiliation, or age.

Thank you for your cooperation!

**Mercy Corps/Diompilor Management**